















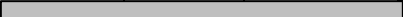


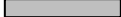








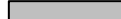
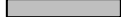




Table 7-2 2020 Blacksburg Economic Development Strategic Plan Matrix	Implementation Lead		Implementation Timing			Est. Cost
	Public	Private/NP	1-5 Yrs.	5-10 Yrs.	10-20 Yrs.	
<div>Economic Development Vision 2020</div> <div>In twenty years the Town of Blacksburg will be a place where local residents will still recognize and enjoy elements of small town life, but the Town will have changed. Blacksburg will be a vibrant community of 50,000 people, and will be nationally recognized as one of America's most livable small cities. The Town will still be known as the home of Virginia Tech, the state's largest university with over 30,000 students, but it will also be recognized for its progressive e-government initiatives, its diverse cultural, recreational, and natural amenities, its vibrant downtown entertainment/retail district, and its reputation as Virginia's first "Electronic Village."</div>						
DOWNTOWN REVITALIZATION						
Goal 1: To diversify retail and service offerings in Downtown Blacksburg to meet both student and family needs						
Action 1: Encourage an infill development strategy to encourage the development of new commercial space along College Ave. and Draper Road	B	D	<div></div>			A
Action 2: Work with the Montgomery County School Board and Board of Supervisors to create a long-range, mixed-use redevelopment strategy for the former Blacksburg Middle School site to include retail, restaurant, lodging, conference, and educational uses.	B,MC	D	<div></div>			E
Action 3: Adopt a business recruitment strategy to attract targeted retail and service businesses to Downtown	BP	PO,CC,RE BR	<div></div>			B
Action 4: Communicate the Town's "business diversification" goals to key downtown property owners and work closely with them to reduce site, parking, or regulatory obstacles.	BP	BR,M,PO	<div></div>			A
Action 5: Work closely with HCMF Properties to identify new leasing opportunities and explore adaptive reuse options for some of their downtown properties.	BP	PO	<div></div>			A
Action 6: Pursue and support plans to create one or more major attractions in the Downtown that shift in public perceptions about the downtown and create new business and investment opportunities.	B,BP,VT,P	D,CC,PO, RE,BR	<div></div>			E
Goal 2: To implement parking solutions that address the need for expanded, convenient, and attractively designed parking						
Action 1: Consider the financing and construction of a joint public/private parking garage that will meet the current and future needs of downtown businesses and Virginia Tech.	B,BP,VT,P	D	<div></div>			E
Action 2: Institute parking management practices in order to limit the use of the parking structure for long-term student parking	B,VT	M,PO,BR	<div></div>	<div></div>		A
Action 3: Work with downtown property owners to address localized parking needs and mitigate the impacts of parking structures on nearby residential properties.	B,BP,P	PO,M,BR	<div></div>	<div></div>		A
Action 4: Incorporate, if practical, the construction of new commercial space into future parking structure designs	B,VT,BP	D,M	<div></div>	<div></div>		D
Goal 3: To increase the organization, promotion, and marketing of Downtown Blacksburg and recruit new businesses						
Action 1: Incorporate a new public/private/university supported economic development	B,VT	CC,M,BR	<div></div>			C

<p>corporation (Blacksburg Partnership), appoint a board of directors, and hire a small staff to manage the redevelopment, business development/recruitment , and marketing &amp; promotional affairs of the community.</p> <p>Action: 2: Provide professional staff assistance to the Downtown Merchants Association and the Blacksburg-Christiansburg Chamber of Commerce in the planning and organization of an expanded schedule of downtown events, promotions, and community festivals. Coordinate events with Virginia Tech events.</p> <p>Action 3: Create another signature event in the Downtown that can be held in the Fall</p> <p>Action 4: Hold monthly Blacksburg Partnership-sponsored downtown management breakfast meetings in order to plan upcoming events and troubleshoot problems and issues confronting downtown merchants and property owners.</p> <p>Action 5: Develop a community leadership program to cultivate, train, and motivate new leaders and provide project-based opportunities for individuals to develop these skills.</p> <p>Action 6: Initiate a downtown marketing/promotional campaign to increase the awareness of the region about Downtown Blacksburg , its business offerings, and the community in general.</p> <p>Action 7: Adopt a business recruitment program to attract targeted businesses to leasable building space in the downtown.</p>	B,BP,VT,P	CC,M,PO,BC				A
	BP,B,VT,P	BR,M,PO				B
	BP	BR,M,PO,BC				A
	BP,VT	BR,M,CC,BC				A
	BP,VT	M,CC,BC,RE				B
	BP	PO,CC,RE				B
Goal 4: To create a unique attraction(s) in the Downtown that will create an exciting sense of place, change local perceptions, and attract families, students, visitors, and shoppers	BP,B,VT	D,BC,CC,M				E
Action 1: Encourage the construction of a major performing arts center in Downtown Blacksburg to expand artistic and cultural offerings to residents of Blacksburg and Southwest Virginia and to create an exciting attraction in Downtown Blacksburg.	BP,B,MC,P	NP,BC,RE				E
Action 2: Work with the Montgomery County School Board and Board of Supervisors to create a long-range, mixed-use redevelopment strategy for the former Blacksburg Middle School site, which will include retail, restaurant, lodging, conference, and educational uses.	BP,P	D,M,RE				E
Action 3: Seek developer interest in redeveloping the for Blacksburg Middle School site.	BP,B,VT,P	M,PO,BC				D
Action 4: Work with Virginia Tech to create a town common or public green in the Downtown to stage community events, festivals, and concerts.						
Goal 5: To institute a long-term mechanism to fund the enhanced maintenance, security, promotion, events planning, and management of downtown Blacksburg	BP,B,P,VT	PO,M,BR				A
Action 1: Seek the adoption of a Business Improvement District	BP,B,P	PO,M,BR,				A
Action 2: Seek annual financial appropriations from the Town of Blacksburg	BP,VT					A
Action 3: Seek annual financial contributions from Virginia Tech	BP,B,P	PO,M,BR				A
Action 4: Seek acceptance into the Virginia Main Street Program and seek technical assistance from the National Main Street Center						
<b>BUSINESS DEVELOPMENT &amp; ASSISTANCE</b>						
Goal 1: To strengthen the commercial identify, organization, and coordination of merchants located in the University Boulevard, North Main Street, and South Main Street commercial districts	BP	M,PO				A
Action 1: Provide assistance to merchants in organizing merchants associations						

Action 2: Assist in creating a commercial district identity, priorities, and promotional and special events programs	BP	M,PO				B
Action 3: Adopt a business recruitment program to attract targeted businesses to leasable building space in these districts.	BP	PO,CC,RE				B
Action 4: Prepare a redevelop plan for the South Main Street corridor from Country Club Drive, SW to Blacksburg Industrial Park.	BP,B,P	PO,D,BC, M,BR				B
Action 5: Institute and outreach effort to existing merchants and property owners to identify and address issues that are negatively impacting their business districts	BP	M,PO,BR				A
Goal 2: To actively recruit a general merchandise store to locate in Blacksburg						
Action 1: Work closely with Virginia Tech to seek a higher utilization of key retail properties occupied by the University in the University Boulevard and South Main Street areas.	BP,B,VT	PO,M,RE				A
Action 2: Communicate to Virginia Tech officials the Town's desire to expand local retail opportunities for local residents.	BP,VT					A
Action 3: Consider careful rezoning to create new mixed-use commercial nodes in the Northend, Northwest, and Southwest Districts.	B,P	PO,BC,D, RE,BR				A
Action 4: Explore options with Virginia Tech and the owner of the former K-Mart store on South Main Street, to reestablish a retail use of that building.	BP,VT	PO,CC,M, RE				A
Action 5: Initiate a targeted recruitment effort to attract a general merchandiser to Blacksburg.	BP	CC,PO,RE				A
Goal 3: To increase the Town's capacity to support new commercial development						
Action 1: Consider careful rezoning to create several new mixed-use commercial nodes in the Northend, Northwest, and Southwest Districts.	B,P	PO,BC,D, RE,BR				A
Action 2: Prepare a redevelop plan for the South Main Street corridor from Country Club Drive, SW to Blacksburg Industrial Park.	BP,B,P	PO,D,BC, M				B
Action 3: Encourage neighborhood commercial development as part of large residential subdivisions that complements the style and scale of the residential community.	B,P	D,RE				A
Action 4: Re-establish Blacksburg prominence in the area of e-government services and provide an array of business assistance services and information to local entrepreneurs	B,P	BC,M				
Goal 4: To improve the utilization of prime retail space in Blacksburg for retail uses						
Action 1: Work closely with Virginia Tech to seek a higher utilization of key retail properties occupied by the University in the University Boulevard and South Main Street areas.	BP,B,VT	PO,M,RE,				A
Action 2: Explore options with Virginia Tech and the owner of the former K-Mart store on South Main Street, to reestablish a retail use of that building.	BP,VT	PO,CC,RE M				A
Action 3: Create and maintain a current database of key retail properties that are underutilized, and work with property owners to maximize the use of this space.	BP,MC	RE,CC,PO				A
Goal 5: To enhance the flexibility and user friendly qualities of local permitting to encourage commercial expansion and construction activities						
Action 1: Clearly articulate the town's development standards and requirements to the	BP,B	D,RE,PO				A



<p>development community.</p> <p>Action 2: Make the development review and permitting process more “user-friendly” for individuals not familiar with the Town’s process by providing more personalized plan review during the pre-proposal stage.</p> <p>Action 3: Shepherd larger development proposals through the permitting process by assigning staff to work closely with developers and property owners throughout the process.</p> <p>Action 4: Coordinate the review and decisions of the Town’s building official with the Department of Planning and Engineering and other plan review agencies.</p> <p>Action 5: Conduct a “Blacksburg Development Summit” with members of the local development community to discuss ways that the Town can improve its plan review and permitting process for commercial/industrial development proposals.</p>	BP,B,P	D,RE,PO				A
	BP,B	D,RE,PO				A
	BP,B					A
	BP,B,P	BR,D,RE				A
<b>HOUSING</b>						
Goal 1: To work in partnership with Virginia Tech and the development community to meet the projected demand for multi-family housing						
Action 1: Continue a regular dialogue with the University administration in order to plan for future enrollment increases at Virginia Tech, particularly as it relates to the development of new student housing.	B,BP,VT	D,RE				A
Action 2: Encourage Virginia Tech to seek the private development of student housing on University-owned property through a creative public/private development partnership.	B,BP,VT	D				A
Action 3: Work with Virginia Tech to provide secondary road access to the property known as the proposed Hethwood II site in the Southwest District, and support the development of new multi-family residential communities in this area to meet future student housing needs.	BP,VT,P	PO				E
Action 4: Consider careful rezoning of land in the Southend, Northend, and Southwest Districts to accommodate new multi-family housing projects.	B,P	PO,BC,RE				A
Action 5: Utilize the Town’s neighborhood planning initiative to educate the general public about the potential need for new multi-family and apartment housing in Blacksburg.	B,P					A
Goal 2: To provide incentives to encourage the creation of affordably-priced housing in Blacksburg						
Action 1: Offer density bonuses to developers willing to devote a share of their subdivision to affordably-priced residential units.	B,P	D,PO,RE				A
Action 2: Promote the creation of the Blacksburg Area Land Trust to acquire and seek the donation of sites for the development of future affordably-priced housing, in conjunction with non-profit housing developers	BP,B,P	NP,RE				B
Action 3: Zone appropriate areas for cluster housing or zero-lot line housing to meet the demand for affordable housing.	B,P	D,PO,RE				A
Action 4: Consider a broader-based method of funding the construction of new trails and greenways on private property other than developer exactions.	B,P	D,PO,RE				D
Action 5: Consider making modest changes in the Town’s residential subdivision requirements (e.g., minimum street widths, trail construction) in order to reduce the per unit site cost of residential development.	B,P	D,PO,RE				A

Action 6: Evaluate the cost of current and future development standards to ensure that the benefits accrued to the community are reasonable relative to the added cost of development.	B,P	D,PO,RE				A
Goal 3: To work with the County to control residential growth at Blacksburg's borders Action 1: Seek cooperation from Montgomery County to coordinate development activity at Blacksburg's borders.	B,MC					A
<b>INDUSTRIAL DEVELOPMENT</b>						
Goal 1: To expand industrial development opportunities at Blacksburg Industrial Park Action 1: Encourage private property owners adjacent to Blacksburg Industrial Park to market their properties for industrial uses or sell land to a public development authority.	BP,MC	PO,RE				A
Action 2: Seek federal infrastructure grants to extend roads, water, and sewer to expanded areas of the park.	B,BP					E
Action 3: Become a more active partner with the County's Economic Development Office in the marketing of publicly-owned land at Blacksburg Industrial Park.	BP,MC					A
Action 4: Improve the appearance of the park's entrance with a new sign and landscaping improvements.	B					B
Action 5: Consider the construction of another 80,000 to 100,000 SF industrial shell building on new land created by the construction of the new highway interchange.	BP,B,MC	D,PO,RE,CC				E
Goal 2: To recruit new economy companies and workers with connections to Blacksburg and Virginia Tech Action 1: Mine Virginia Tech's alumni database to identify corporate CEOs and business owners with past ties to Blacksburg. Create a "Blacksburg Corporate Homecoming" campaign to market Blacksburg as a location for businesses owned by Virginia Tech alumni. Market the Town's quality of life, family-friendliness, business climate, progressive government, safety, and college atmosphere as prime selling points. Target businesses that could benefit from a business or R&D relationship with Virginia Tech, particularly in research areas that will be emphasized over the next 10 years.	BP,B,VT,MC,NR					B
Action 2: Create marketing profiles of Virginia Tech alumnae with a current corporate presence in Blacksburg. Use these profiles to market to other alumnae.	BP,B,MC,NR					A
Action 3: Become a more active partner with the County's Economic Development Office and the New River Valley Economic Development Alliance in the recruitment of technology and information-based companies.	BP,MC,NR					A
Action 4: Create a new educational partnership between the Town of Blacksburg, Montgomery County's School Board, New River Valley Community College, and Virginia Tech to create a "New Economy Technology Center" at the former Blacksburg Middle School. Technology curriculum and training should be incorporated into middle school, high school, adult continuing education, workforce development, and university degree programs.	BP,B,MC,NR,VT	NP,CC,BC				E
Action 5: Sponsor an annual golf event or complementary football weekend for selected	BP,VT,	CC,BC				A

corporate CEOs and business owners located in the Washington, DC metropolitan area with Virginia Tech connections as a way to showcase Blacksburg as a potential business location. Coordinate these events with Montgomery County's Economic Development Office and the New River Valley Economic Development Alliance.	MC,NR					
Goal 3: To enhance the Town's role in local and regional economic development activities						
Action 1: Incorporate a new public/private/university supported Blacksburg Partnership, appoint a board of directors, and hire a small staff to manage the redevelopment, business development/recruitment, and marketing & promotional affairs of the community.	B,VT,P	CC,BC	■			C
Action 2: Create a new educational partnership between the Town of Blacksburg, Montgomery County's School Board, New River Valley Community College, and Virginia Tech to create a "New Economy Technology Center" at the former Blacksburg Middle School.	BP,B,MC, NR,VT	NP,CC,BC			■	C
Action 3: Create a "Blacksburg Corporate Homecoming" campaign to market Blacksburg as a location for businesses owned by Virginia Tech alumni.	BP,VT	CC,BC	■			A
Action 4: Become a more active partner with the County's Economic Development Office and the New River Valley Economic Development Alliance in the recruitment of technology and information-based companies.	BP,MC, NR					A
<b>NEIGHBORHOOD ENHANCEMENT</b>						
Goal 1: To protect established single-family neighborhoods from the encroachment of rental and commercial conversions						
Action 1: Establish a conflict resolution committee comprised of Virginia Tech, community residents and property owners, to resolve conflicts between students and non-student residents.	B,VT,P	PO	■			A
Action 2: Enforce building maintenance, occupancy regulations, and registration requirements for rental units located within Neighborhood Conservation Districts.	B	PO				B
Action 3: Provide adequate notice to neighborhood residents regarding formal proposals for new development or redevelopment that would impact existing residential communities.	B,P					A
Action 4: Encourage developers to work extensively with abutting neighborhood residents to resolve community concerns prior to formalizing development plans.	B	D				A
Action 5: Work in partnership with Virginia Tech to address fraternity and sorority housing needs and to mitigate impacts to established single-family neighborhoods.			■			A
Goal 2: To enhance the appearance and safety of Blacksburg's neighborhood districts						
Action 1: Identify neighborhoods that would be eligible for state and federal assistance for housing rehabilitation and other neighborhood improvements.	B,P	PO		■		A
Action 2: Design traffic circulation systems to redirect cut-traffic from residential neighborhoods and reduce speeding.	B,P	PO	■			A

QUALITY OF LIFE						
Goal 1: To ensure that the “evolution” of Blacksburg does not compromise its small town quality of life						
Action 1: Seek community consensus on the top quality of life factors that must be preserved in the future and adopt methods for evaluating the impact that future development will have on these quality of life factors.	B,P	D,RE,PO	<div></div>			A
Action 2: Communicate to the development community those factors that are most important to the community.	B,P	D,RE,PO	<div></div>			A
Action 3: Incorporate an internal review of quality of life factors as part of the preliminary development review process and share the town’s non-binding findings with applicants.	B,P	D,RE,PO	<div></div>			A
Action 4: Continue a regular dialogue with the University administration in order to plan for future enrollment increases at Virginia Tech, particularly as it relates to the development of new student housing.	B,BP,VT	D	<div></div>			A
Action 5: Initiate an on-going dialogue with the general public about growth and development issues. Use the Town’s web site, neighborhood meetings, and resident surveys to educate and seek input about these issues.	B,P	PO,BC	<div></div>			A
Goal 2: To create an attractive, safe community for local residents, businesses, and visitors						
Action 1: Renew the Town’s commitment to “recreate” Downtown Blacksburg as a place for families and students.	B	PO,D,M,RE	<div></div>			A
Action 2: Encourage the development of a major performing arts center in the downtown.	BP,B,VT		<div></div>			E
Action 3: Increase the number of community events and cultural activities to bring families and individuals to Blacksburg.	BP,P	M,BC,CC	<div></div>			B
Action 4: Continue the Town’s greenway development projects.	B	D,PO,,BC	<div></div>			A
Goal 3: To actively promote and enhance environmental protection and open space						
Action 1: Identify areas of the community that are considered important to the community for their open space, scenic, environmental and recreational qualities and seek community support for their protection. Work with owners of these properties to ensure long-term protection and/or careful development of these sites.	B,P	PO,D,RE,BC	<div></div>			A
Action 2: Continue clustered housing approach, with open space set-asides, in rural residential areas of the Town.	B	PO,D,RE,BC	<div></div>			A

#### IMPLEMENTATION LEADERS

##### Public



B – Town of Blacksburg  
BP – Blacksburg Partnership  
VT – Virginia Tech  
MC – Montgomery County  
NR – New River Valley EDA  
P – General Public

##### Private/Non-Profit

CC – Chamber of Commerce  
D – Development Community  
RE – Realtors  
PO – Property Owners  
M - Merchants  
BC –Business Community  
BR – BRAC  
NP – Non-Profit Organization

#### COST KEY

(A) \$0-\$25,000  
(B) \$25,000-\$100,000  
(C) \$100,000-\$500,000  
(D) \$500,000-\$1 million  
(E) \$1 million+

 - Projects  
 - On-going Initiatives